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13 October 1961

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Management Activity in the Office of Training
in Fiscal Year 1961

1. In compliance with your request, attached hereto is a report of management activity in the Office of Training in FY 1961. The report presents accomplishments, experiments, trends, and anticipated activity in the future.

2. The attached report was prepared in the degree of detail which was believed most suitable for the management purposes of the Office of Training itself. It has been interesting to find that the very preparation of the report has served to focus attention on problem areas and to sharpen the perspectives of those in management positions in OTR. In addition, both during and after its preparation the report has already proved valuable for reference and research purposes, for lectures, for providing an organized basis for briefings, and for other management purposes.

3. In view of the comprehensiveness of the attached report, it is believed appropriate to note here some of the highlights of OTR activity during FY 1961. These items of information, not in order of importance, are as follows:

a. In addition to the continuous revision of existing training courses to make them more responsive to training requirements, the following new courses were offered during the year:

- (1) Intelligence Briefing Course
- (2) Advanced Writing Workshops
- (3) Correspondence Course for Writing Workshop (Basic)
- (4) Intelligence Review Course
- (5) Senior Management Seminars
- (6) Office Practices Course
- (7) Dictation Techniques Course

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- (8) "Communism: Challenge and Response" Seminars
- (9)
- (10)
- (11)
- (12) 16 additional country Americans Abroad Orientations
- (13) China Familiarization Course
- (14) Middle East Lecture Series

b. During the year it became apparent that there was a need for more specific statements of the responsibilities of Deputy Directors and Operating Officials with respect to establishing training requirements for personnel in various categories, directing the training of personnel who fail to meet these requirements, conducting formal courses of instruction, and establishing on-the-job training programs. In addition, it was felt desirable to establish more specifically the responsibilities of the Director of Training, partially in connection with recommendations of the Inspector General. A proposed complete revision of (retitled "Training of Agency Employees") has therefore been drafted for coordination. (See Section S)

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c. In March 1961 the processing of professional test battery results on the RCA 501 computer became effective. This has resulted in more efficient and more rapid processing of data, and the release of all IBM equipment by the Assessment and Evaluation Staff except for a key punch and verifier to be released in FY 1962. In addition to A&E Staff use of the RCA 501, in FY 1961 systems analyses were well underway which will utilize the RCA 501 to maintain the Agency Training Record and the training records of individual employees. For this latter project it is expected that actual programming for input and retrieval will begin by January 1962. (See Sections P and S)

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d. For FY 1961 there was a disappointing drop in the number of junior officers selected and enrolled in the Junior Officer Training Program. The decrease was attributable to a variety of causes, and several actions are being taken to increase enrollments and to improve the program. (See Section O)

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e. There was a significant increase in enrollments in Americans Abroad Orientations during the year, including many more dependents. More than 50 percent more courses were conducted, and first-time presentations were made for 15 countries (See Sections M and R)

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information concerning such training, including overseas and other [] training for the project, is not recorded in this report in order to permit wider distribution of the report. In addition to other support given to the project, the A&E Staff completed 90 assessments for [] as is indicated in Section P.

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l. The Office of Training increased its capability to provide paramilitary training during FY 1961. The Basic Paramilitary Course was presented for the first time since 1953. The experience resulted in plans to offer the course again in September 1961, and to include two weeks of training at the [] Training Center [] as well as seven days of field training in []

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It is anticipated that the course will be presented twice each year. (See Section L)

m. The motion picture "Personal Security" was completed, shown to 13 preview audiences for test purposes, and then released for general Agency use. (See Section Q)

n. Several key aspects of the Agency's language training program were changed or emphasized more firmly during the year. These include the assignment of increased responsibility to DD/P division chiefs and career panels with respect to scheduling and directing training in languages, establishing degrees of language proficiency required of persons and for positions, mandatory language proficiency testing, decreased reliance on tutorial language training, and others. These developments, which reflect a more realistic and "mandatory" approach to accomplishing language training to meet the Agency's actual needs, are described in Section M.

o. A promising development during the year was the attention given to preparing a mid-career development or training program for Agency officers. Renewed attention to this matter was triggered by a recommendation in the Inspector General's report of his survey of training. As a result OTR submitted recommendations to the Career Council concerning the establishment of such a program, and drafted a proposed "core" mid-career training course presumably applicable to all career services. Planning for a senior officer's development program has been held in abeyance until the mid-career concepts become firm. (See Section S)

p. Several recommendations of the Inspector General were referred to the Career Development Board by OTR during the year.

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These were the proposals that there be a senior "board of overseers" for certain training matters, and that representatives of the Deputy Directorates serve on JOT selection and placement panels. The Board was asked to consider whether or not it is feasible for the Board itself to perform the functions of the proposed groups. (See Section S)

q. During the year OTR followed closely the developments in the new field of programmed learning. Highly interesting claims have been made as to the effectiveness, speed, and other characteristics of this new method of instruction, and OTR must be able to determine its applicability to Agency training situations. The activities of the Specialist in Programed Learning, the project for teaching OTR instructors how to prepare programed materials, the programed instruction which we are developing, and related matters are described in Section Q.

r. An event which occurred during the year and which was welcomed by OTR was the fact that upon completion of his tour of duty with OTR the Chief of the Operations School became the DD/P Training and Qualifications Review Officer. It is believed that this will result in improved understanding and communication between OTR and the elements of the DD/P organization.

s. OTR anticipates increased attention to the type of training represented by the Principles of Overseas Effectiveness (POE). This course has been found to be most suitable for experienced middle-grade and senior officers, and has been considerably revised for such students. This training may be offered twice a year or more often, and it is also planned that a series of "Country Companions" to the new course will be introduced and will provide specific interpretations of POE concepts in relation to given countries. In addition, a version of the POE expressly designed for JOT training is being planned, and incorporation of a version of the POE into the mid-career "core" course is under consideration.



MATTHEW BAIRD
Director of Training

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Attachment:
Management Report
OTR, FY 1961

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MANAGEMENT REPORT

OFFICE OF TRAINING

FY 1961

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SECTION N

EXTERNAL TRAINING

1. Agency employees received training at 118 different institutions during FY 1960; in FY 1961, the number of external facilities used was 125.

2. Training provided at non-CIA facilities in FY 1961 was slightly more costly than in FY 1960 although the total number of employees sponsored was smaller as shown in the tabulation below:

	<u>No. of Trainees</u>	<u>Cost</u>
Fiscal Year 1960	1342	\$245,143
Fiscal Year 1961	1025	\$266,287

3. The difference in numbers of trainees for the two years is almost exclusively explained by the fact that in FY 1960 433 employees attended orientation and machine technician training programs conducted locally by the IBM Corporation and RCA whereas only 143 employees took part in similar programs in FY 1961. The high participation figure for FY 1960 reflects the arousal of Agency interest at that time in electronic data processing in general and in the RCA 501 computer specifically. It is germane to add, too, that the local RCA and IBM courses involve no specific training costs to the Agency. Increases in academic fees account in large part for the approximately 10% higher external training costs in FY 1961.

4. Aside from RCA and IBM local courses, there was a perceptible trend in FY 1961 toward greater use of government programs and a corresponding decrease in training at non-government facilities, as expressed by the following data:

	<u>Gov't Facilities</u>	<u>Non-Gov't Facilities</u>
No. Trainees, FY 1960	254 (28%)	655 (72%)
No. Trainees, FY 1961	324 (37%)	558 (63%)

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One reason for the shift toward government facilities is the increasing effectiveness of offerings made available through the Agency's representation on the Interagency Training Committee.

5. Management training (other than records management) fell off slightly in FY 1961, foreign language training showed a moderate increase over FY 1960, and weapons orientation programs remained steady for the two years. A noticeable decrease occurred in FY 1961 in records management training, technical courses, and correspondence training. The decrease in correspondence training can be attributed to the procedure introduced in FY 1961 whereby enrollments are not recorded until the individuals complete the courses. The relatively large number receiving records management training in FY 1960 was primarily the result of a special program which [redacted] undertook at our request in which 65 Agency employees participated. The numbers of employees sponsored in these areas of external training are given below:

	<u>FY 1960</u>	<u>FY 1961</u>
Management	146	128
Language	72	84
Weapons	130	129
Technical	185	120
Records Management	90	20
Correspondence	112	39

6. As is evident in the following table, offices of the DD/I made conspicuously greater use of external training resources in both FY 1960 and FY 1961 than did components of DD/P and DD/S. Comparing the two fiscal years, DD/S shows somewhat less and DD/P shows noticeably greater use of external training in FY 1961.

	<u>FY 1960</u>	<u>FY 1961</u>
DD/I	459	440
DD/P	146	186
DD/S	299	255
O/DCI	5	1

7. In consonance with the provisions of the Government Employees Training Act, trainees at non-Government facilities who undertake long or costly programs which make them more attractive for outside offers are asked to execute a formal agreement to remain with the Agency for a specific period of time. In FY 1960 signed training agreements were required of 10 employees, and in FY 1961 such agreements were obtained from 15 trainees.

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6. Data Processing and Research

a. In March 1961 the processing of professional test battery results on the RCA 501 became effective. This has resulted in more efficient processing of data. Also, by use of the computer, about one-third more information is obtained from the test protocol material than could have been processed on the IBM in the same amount of time.

b. Conversion of the data processing to the RCA 501 permitted the release on 1 July 1961 of all IBM equipment used by this Staff with the exception of a key punch and verifier which will be released during FY 1962. In addition, one key punch operator was released this month and will not be replaced.

c. Programing is still in process for converting all IBM card data to magnetic tape. This will be completed in the next few months at which time research formerly done on the IBM will be done on the RCA 501.

7. Plans for the Current Year

a. It is anticipated that the activities of this Staff will continue to follow the trends of the past year. The number of JOT applicants to be tested is expected to increase, as is the number of people to be brought into the Program. This of course would expand the workload of this Staff.



d. This office has suggested that support could be provided for the Program. Advice based upon assessment and test findings could be provided on individuals being considered for reassignment. Individuals leaving the Agency could be provided vocational guidance and counseling.

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SECTION Q

EDUCATIONAL METHODS AND TECHNIQUES

1. Educational Specialists

a. During FY 1961 the assignment of an additional Educational Specialist made it possible to take more action to improve the methods and techniques of training utilized within the Agency. Some of the accomplishments of the two Educational Specialists are as follows:

(1) Conducted 11 Instructor Training Courses for 68 employees from OTR, Records Management Staff, TSD, Office of Communications, and operating divisions of DD/P.

(2) Instructed two groups of senior foreign officials in instructional and audio-visual techniques.

(3) Monitored 5 OTR and TSD courses in order to recommend improvements in training procedures.

(4) Conducted 5 instructor workshops on testing procedures, course and lesson planning techniques, and audio-visual techniques.

(5) Produced the following manuals:

(a) "Guidelines for Effective Teaching" (Headquarters use)

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(c) "The Use of Interpreters in Training" (to be published soon)

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(6) Developed (with OTR Education Committee) specifications for modern effective facilities and equipment for the classrooms of the new building.

b. It is planned that the Educational Specialists in the next year will increase their efforts to provide formal instructor training to Agency personnel who need such training, both in OTR and in all other Agency components. There will also be increased attention to training others in methods for evaluating student performance and applying the results of such evaluations, as well as to learning themselves how better to evaluate the presentations of students undergoing instructor training. In conjunction with the OTR Education Committee, the Educational Specialists will explore and stress the value of reporting as is done by instructors, and will further increase emphasis on the completion of detailed lesson plans for vital materials purposes as well as for the obvious educational benefits of such plans.

2. OTR Education Committee

a. The OTR Education Committee, chaired by the senior Education Specialist and composed of representatives of each OTR school, held eight meetings during FY 1961. The committee reviewed educational and training problems and procedures, and its members served to stimulate improvements within their own schools as well as serving as a research and advisory group to the DTR. Special attention was given to programed learning, development of lesson plans, seminar techniques, final course reports, training report (student evaluation) procedures, and classroom facilities and equipment which would be desirable for the new building.

b. In FY 1962 it is planned that the OTR Education Committee will continue essentially as before, with perhaps more use of outside experts for discussions and research. Increased emphasis will be given to audio-visual aids to instruction (particularly with respect to the new building), to lesson planning, and to the many possible uses of simulation and gaming exercises (not necessarily computer-backed) which are possible in a wide variety of Agency training activities (definitely not limited to management training situations).

3. Specialist in Programed Learning

a. Significant Achievements

(1) A special program was initiated in March 1961 to teach OTR instructors how to prepare programed materials.

(2) The first programed language material to become commercially available, "Instant Russian," was given a trial run with a group of ten Agency volunteers.

(3) Other achievements were: the testing of equipment (the Audio-Visual Instructional Device) and the development of certain programs (Chinese Language, Intelligence Research Techniques, and Observation and Description).

b. Problem Areas

Because of the specialized and classified nature of much of the material of the Agency, OTR cannot wait for commercial organizations to prepare suitable programs for all training areas which lend themselves to programmed instruction. (Even in foreign language training, there are many languages of peculiar interest to the Agency which will be too unusual for external development.) Hence, if OTR is to derive full benefit from this new teaching technique, it will have to prepare many of its own programs. This is not only costly (a 40-hour program can be expected to cost anywhere from \$20,000 - \$100,000), but it takes a good deal of time also (a four-hour program can be expected to take about 2,000 hours of instructor time). The advantage, therefore, must be weighed carefully against the cost in both money and time.

c. Trends

(1) It is expected that there will be a great increase in program try-outs during the coming years. At the beginning of FY 1961 twelve programs had been published commercially; by September 1961 Programed Specialist prepared a list of 135 programs now available on the market.

(2) In October 1961 OTR will begin trying out "Introductory Spanish," and by the end of FY 1962 OTR expects to begin testing its first program, "Instant Russian."

(3) The purchase of certain machines may be indicated by try-out purposes this coming year.

(4) Another apparent trend is the increased interest in programed learning of those Agency components with on-the-job training problems. There seem to be many areas, outside of formal OTR training, where self-instructional material can be of great value; the Specialist in Programed Instruction plans to talk to various components about the promise (and cost) of such instruction.

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4. Editor, STUDIES IN INTELLIGENCE

a. During FY 1961 there was an increased systematic use of Studies in Intelligence in the Agency training courses and in the military reserve meetings.

5. Audio-Visual Aids Support

a. In the Audio Aids Section, 922 hours of training instruction were tape recorded. One thousand one hundred and twenty-six films were obtained from Graphics Register and projected within the Office of Training, and, of this total, 330 were previewed for possible permanent retention for use in training courses. Forty-two films were purchased for the OTR film library.

b. The motion picture "Personal Security" was completed in FY 1961. Before releasing the film for general Agency use, it was shown to thirteen audiences totaling approximately 1,200 people. Questionnaires were obtained from representative audiences and an analysis was made as an aid to the Office of Security and its Security Indoctrination Program.

c. Production of Part I of a film concerning DD/I activities was completed in May 1961. Production of Part II of the film will be completed in October 1962, and it is expected that the remaining parts (III, IV, and V) will be completed in FY 1962 if scripts are given timely approvals. Work on the DD/I film will be suspended temporarily in October 1962 in order to produce a short film on the subject of Records Integration.

d. Plans are being developed for equipping the classrooms in the new Agency building with adequate and more modern training aids.

SECTION S

GENERAL ACTIVITIES AND TRENDS

1. Mid-Career Training and Development

In accordance with recommendations of the Inspector General resulting from his survey of training, OTR has prepared recommendations with respect to the establishment of a mid-career training and development program to meet the requirements of each of the Deputy Directorates. The recommendations were submitted to the Career Council. In addition, OTR has drafted a proposed mid-career training course. This course incorporates training material believed to be largely applicable across-the-board within the Agency, and includes subject matter found to be useful in similar courses conducted by the Foreign Service Institute and other agencies. This proposed course will be further developed in FY 1962 in accordance with Career Council decisions concerning the mid-career program.

2. Senior Officer Development Program

Although the Inspector General has recommended (and the DDCI approved) the drafting of a proposed program for the further development (including training) of senior officers of the Agency, OTR has not taken extensive action on this matter pending further clarification of the Agency's mid-career program. The postponement of concentrated effort on this program has been reported to the DD/S and the DDCI.

3. Additional Inspector General Recommendations

As a result of his survey of training, the Inspector General made the following recommendations (among others):

"Recommendation 6: DTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means to improved communication with and indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment."

"Recommendation 20: The DTR establish a JOT Selection Panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Offices of Personnel and Training. The Chief/JOTP should chair the panel."

"Recommendation 22: The DTR arrange for the participation on a rotational basis of line officer representation from the three Deputy Directorates in JOTP placement panels."

Each of these three recommendations has been referred to the Career Development Board and the Career Council for discussion as to whether or not it is feasible for the Board itself to perform the function of a training "board of overseers" and as a panel for JOT selection and placement. In this connection, it should be noted that many aspects of the JOT Program (including the types of panel representation cited above) are being reviewed jointly by OTR and the Office of Personnel.

4. Automatic Processing of Training Records

The Office of Training has embarked on a program for utilizing the RCA 501 computer, and other automatic data processing systems as necessary, to maintain the Agency Training Record and training records of individual employees. The conversion is designed to simplify processing of the growing volume (and complexity) of records, and to permit more rapid utilization of the records for management purposes. The systems analyses required were, with the cooperation and assistance of the ADP Staff, well underway at the end of FY 1961, and it is expected that the programing for computer input and retrieval will be largely completed in the first half of FY 1962. All aspects of the program, including coding and programing, will be completely integrated and compatible with the programs of the Qualifications Branch, Office of Personnel.

5. Revision of Training Regulations

During FY 1961 it became apparent that the basic training regulation [] needed clarification. For example, the original [] was designed to effect the training policy of 5 percent participation in training, and some of the language which carried over to [] was valid only in that context. It was further apparent that there was a need for more specific statements of responsibilities of Deputy Directors and Operating Officials for the Agency training effort than existed in the regulatory system. The Inspector General in his Survey of the CIA Training Program further recognized the need to make certain responsibilities of the Director of Training more specific, and recommended that:

- a. The DTR be specifically charged with the responsibility of determining under whose auspices non-OTR training will be conducted, and

b. The DTR initiate an amendment to [] which more clearly describes his responsibility to render only advice, guidance, and support to the on-the-job training effort.

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In order to meet the above objectives, OTR prepared a proposed complete revision of [] (retitled "Training of Agency Employees") and submitted the proposal to EA-DD/S on 16 June 1961. Section c., RESPONSIBILITIES, of the proposed revision of [] quoted as follows:

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"c. RESPONSIBILITIES

(1) Deputy Directors and Operating Officials, within their respective jurisdictions, will:

(a) Ensure that the policies and objectives of this regulation are met at all levels of command;

(b) Establish the standards and levels of skill and competence to be met by Agency employees in various categories, and effect the training of those employees who fail to meet them;

(c) Prescribe officially approved intelligence, operations, and support doctrine for use in Agency conducted training courses;

(d) Conduct formal courses of instruction for Agency personnel as are required and approved by the DTR, and which are not otherwise offered by other components of the Agency. The Director of Training will determine when such courses should be conducted under other auspices;

(e) Establish, direct, and supervise the conduct of organized on-the-job training at appropriate echelons of command, against specified training objectives and established levels of achievement;

(f) Provide the Director of Training with such information as he may require concerning non-OTR Agency conducted training for inclusion in the official training records of Agency employees.

(2) The Director of Training, in addition to carrying out the mission and performing the functions set forth in will:

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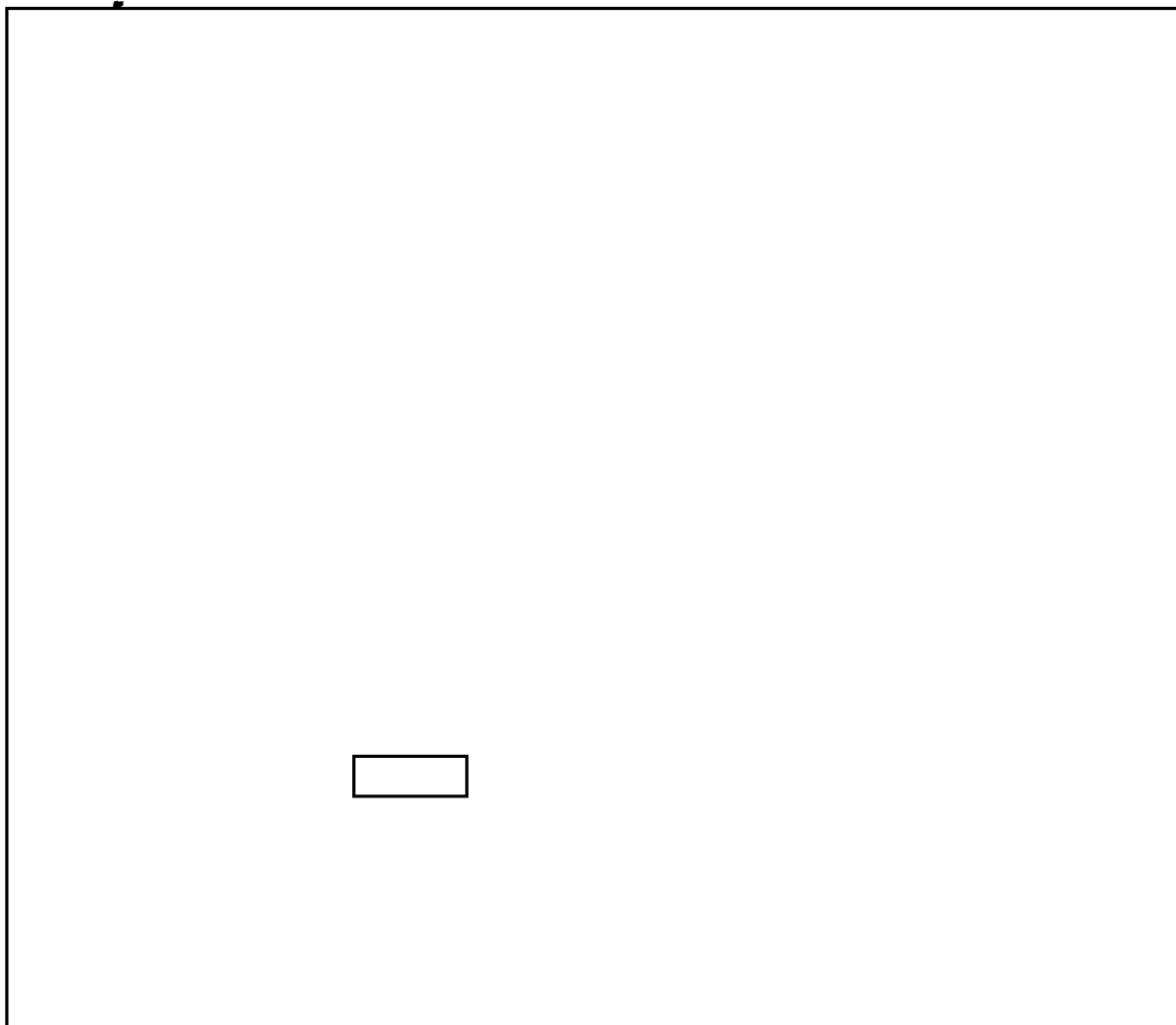
(a) Provide technical advice, guidance, and support to Deputy Directors and Operating Officials in the development and conduct of non-OTR Agency conducted formal training programs and organized on-the-job training;

(b) Determine under whose auspices non-OTR Agency formal training programs will be conducted;

(c) Maintain the Official Agency Training Record, for career management and other purposes, so as to indicate participation and satisfactory completion of all DTR-approved, Agency sponsored training except on-the-job training."

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11. Clerical Utilization Task Force

In response to a recommendation of the Inspector General, representatives of OTR served in a task force which re-examined the overall problem of clerical utilization within the Agency. Office of Personnel officials and representatives of the DD/I and DD/P were members of the task force, and its recommendations were forwarded to the DD/S. No significant changes in clerical training resulted from this recommendation and study, with the exception of changed scheduling of training for clerical personnel going overseas, particularly to smaller stations and bases.

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SECTIONS OF MANAGEMENT REPORT

- A. Training in Intelligence Production
- B. Intelligence Orientation and Review
- C. OTR Briefing Officer Activities
- D. Training in Operations Support
- E. Internal Management Training
- F. Clerical Training
- G. Summary of Intelligence School Training
- H. Training in Communism
- I. Headquarters Training in Operations
- J. Covert Training Faculty Activities
- K. Training Assistance Staff Activities
- L.
- M. Training in Languages and Areas
- N. External Training
- O. Junior Officer Training Program
- P. Assessment and Evaluation
- Q. Educational Methods and Techniques
- R. Trends in Course Offerings and Registrations
- S. General Activities and Trends

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SECTION H

TRAINING IN COMMUNISM

1. The following represent the School of International Communism's principal accomplishments in Fiscal Year 1961.

a. Trained 300 Agency students in 13 formal courses of instruction ranging in length from 80 to 164 hours.

b. Supported covert training to the extent of 140 days in 43 tutorial programs.

c. Provided 73 presentations at non-Agency programs, including FSI, SIS, NIS, Naval and Air War Colleges, Air Command and Staff College, Reserve Officer groups, and adding for the first time the Counter-Insurrection course for foreign officers at Fort Bragg.

d. Completed a year's external training for one staff member in Chinese Area Studies, thus adding a significant Chinese Communist capability to SIC's overall competence.

e. Added three days of "Challenge and Response" seminars to SIC's JOT program in order to stimulate more realistic consideration of the position of the U.S. in international relations.

f. Began a process of periodic up-dating of SIC's International Communism bibliography which is now being used widely.

2. There was a decrease during Fiscal Year 1961 in the registrations in SIC's formal Agency courses. This trend, if continued, may require a reduction, not in the number of courses offered, but in the number of times per year each course will be scheduled. However, the covert tutorial training program remained at about the same level, while non-Agency activities increased somewhat over Fiscal Year 1960. The increase in SIC's non-Agency activities raised the question, particularly in the mind of the DD/S, of whether SIC might be accepting too many such requirements to the neglect of its Agency responsibilities, and whether this might not make SIC vulnerable to criticism. However, a study of this problem revealed that, even in a month during which outside commitments

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were particularly heavy, the ratio of teaching time was not less than 8 - 1 on the side of Agency activity, and the ratio of total time spent in preparation as well as in class was about 20 - 1.

The additional question was raised during Fiscal Year 1961 of the advisability of SIC's participation in programs outside of government. Until now the only non-governmental organization in which SIC has made a contribution has been the Brookings Institution, and even in this case the sessions have always been with classes made up of government officials. However, at the request of the IG, discussions were initiated concerning possible contributions by SIC at both Princeton and Columbia Universities--and to date this has resulted in a commitment at Columbia in October 1961, in the International Fellows program. SIC has also had "feelers" recently from the Air Academy and the U.S. Office of Education about possible participation in scheduled courses or the setting up of special programs. To date there are no commitments.

3. The principal objectives of projected SIC activity are: continued offering of formal courses of instruction to meet Agency requirements; continued support to covert tutorial training programs; development of a greater capability to support Agency overseas training programs; support of non-Agency programs where appropriate and not in conflict with SIC's Agency responsibilities.

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